



NASA Procedural Requirements

COMPLIANCE IS MANDATORY

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Subject: Strategic Workforce Management Process

Responsible Office: Office of Human Capital Management

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CHAPTER 5: Responsibility

5.1 The Administrator establishes overall Agency policy for strategic workforce management and the implementation of workforce changes associated with significant project adjustments.

5.2 The Associate Deputy Administrator for Institutions and Asset Management provides leadership in resolving workforce issues, where there is a coordination problem or issue across the Agency, including Enterprises, IPOs, Functional Offices, Centers, the Chief Financial Officer, and the Offices of Human Resources, Education, Procurement, and Equal Opportunity Programs; ensures a cyclic process that is integrated with budget formulation and Agency strategic planning; chairs strategic workforce planning meetings; and establishes controls on FTP civil service positions with the approval of the Executive Council.

5.3 The Assistant Administrator for Human Resources/Chief Human Capital Officer integrates the strategic workforce management efforts across the Agency, including activities carried out by Enterprises, IPOs, Functional Offices, Centers, the Chief Financial Officer, and the Offices of Human Resources, Education, Procurement, and Equal Opportunity Programs; works with Headquarters offices to identify competency managers; provides leadership and policy direction for acquiring and sustaining the Agency's civil service workforce, ensuring effective, integrated workforce planning and competency management; co-chairs the strategic workforce planning meetings; provides Agency-level leadership in resolving deployment issues and issues related to employees available for new work; and monitors FTE use on a monthly basis.

5.4 The Assistant Administrator for Equal Opportunity Programs provides leadership in ensuring that workforce diversity is a key element in the Agency's strategic workforce plans and in developing programs that assist Agency managers in improving representation of underrepresented groups, including people with disabilities, and strengthening respect for and appreciation of differences among all individuals as a force for increased productivity and improved work climate.

5.5 The Associate Administrator for Education considers future workforce competency requirements and provides leadership in ensuring that student programs augment the pipeline for the future workforce.

5.6 The Assistant Administrator for Procurement provides leadership and policy direction for competitive sourcing as a tool for strategic workforce management.

5.7 The Chief Financial Officer provides policy direction for full-cost management and the establishment of resources and financial management practices that facilitate strategic workforce management.

5.8 Enterprise Associate Administrators and Officials-in-Charge-of Functional Offices, consistent with the Agency Strategic Plan, develop annual plans that estimate the numbers and competencies of civil service staff required for programs and projects each year for 5 years into the future as well as a forecast of competencies that will be needed 10 years into the future. Additionally, they work with each other and with Centers to resolve issues related to project workforce transition.

5.9 IPOs, responsible for ensuring the viability of their respective Centers in keeping with NASA's Strategic Plan, perform an integrated assessment of the workforce necessary to the continued conduct of efficient functional operations. The IPOs work with other Enterprises, Centers, and Headquarters Functional Offices to plan long-term institutional strategies that provide alignment between programs, capabilities, and long-term goals, including

appropriate level and kind of in-house development efforts, where necessary, to ensure the ability to accomplish the mission. The IPOs work with other Enterprises, Centers, and Headquarters Functional Offices to resolve issues related to project workforce transition. The IPOs and their respective Centers, in executing the Agency's human capital plans, establish and implement workforce strategies, such as utilizing interns, Space Grant Fellows, Einstein Fellows, cooperative education programs and other programs which infuse new talent, to achieve optimal long-term workforce assignment flexibilities, including an appropriate mix of civil service workforce and other workforce components.

5.10 The Chief Engineer, in coordination with the Chief Information Officer continues to implement the Advanced Engineering Environment to allow engineers to work across geographic boundaries.

5.11 NASA Center Directors plan for their future workforce needs and base civil service intake and development efforts, as well as workforce component balance decisions, on strategic workforce requirements. Center Directors identify Center-level competency managers for those competencies critical to mission roles and responsibilities. Centers, with line manager and supervisor involvement as appropriate, take positive action with regard to employees that are available for new work and integrate core capability requirements into future workforce needs. Center Directors inform their IPO and the Agency Office of Human Resources whenever local efforts may prove insufficient to resolve project workforce transition issues.

5.12 Competency managers maintain cognizance of Government and industry best practices as they apply to their segment of the NASA workforce; analyze and assess information about current and future civil service competency strengths and requirements; provide input for strategic workforce planning meetings and Agencywide recruitment and development planning; and provide input to the annual Program Operating Plan guidance to the Centers for outyear staffing planning.

5.13 All program and project managers plan for their future workforce needs, for balance among workforce components, and for potential workforce transition costs related to significant project scope changes.

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